



# Tempe Fire Department 2012 Strategic Planning Update Process

This document summarizes the outcomes of the Tempe Fire Department (TFD) 2012 strategic planning update process. Through a participatory process, command staff reviewed FY 12/13 goals, recognized accomplishments from the prior year, and crafted new strategies based on current realities. City Council priorities provided the overarching framework for the annual update.

## Mission Statement

In 2011, the Fire Department established their mission that guided the focus in the planning process:

*We, the members of the Tempe Fire Department, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, health, property, and the environment.*

## Vision Elements

In addition to the mission statement, the following vision elements established in 2011 guided the update process.

### Fire Department Vision Elements: November 2011

Provide Innovative and Quality Service	Prepare, Protect & Support Our Members	Leverage Technology	Prevent Harm	Informed & Involved Community	Collaborative Labor/Management Relationship	Fiscally Responsible	Safe & Modern Facilities & Apparatus
Enhanced service delivery model	Knowledgeable highly trained staff & above and beyond standards	Data Collection & Analysis Section	Continued emphasis on fire protection and public education	Community & citizen involvement in all aspects	Strong labor/management relationship	Fiscal responsibility	Facilities are modern and maintained
ALS service delivery with all TFD apparatus	Quality, diverse people	Measure level of service through technology	Strong fire code & education division				
Programs are in place and reduce the calls for non-emergency response	Training of members in all aspects of their job description	Efficient & productive data management					
Resources appropriately deployed	Adequately support all operations						
Stations located appropriately	Succession planning (redundancy)						
Staffing & apparatus reflect community needs	Proactive safety and risk management						

## SWOT Analysis

Command staff reviewed and updated the SWOT analysis, designed to identify the internal strengths and weaknesses of the department, as well as external opportunities and threats that the Fire Department is facing.

### 2012 TFD Strategic Planning Update: SWOT Analysis Revised

Internal	
Strengths	Weaknesses
Public support	ISO-2
Fiscally responsible	Cost of doing business
Energetic, smart & likeable people	Length of time for decision making
Creative problem solvers	Lean support staff
Excellent training (internal members) exceeds training standards	Training/Funding
State of the art protective equipment	Data collection & analysis
Members are dedicated & committed	Managing resources/ deployment model
Good labor/management process	Communication (line level & labor management)
Commitment to safety	Aging apparatus
Accredited against best practices & standards	Frequency of inspections (fire code) & public education
Commitment to automatic aid/regional partners	Succession planning (especially IT & community relations)
Public/private partnerships	Planning for an aging workforce
Provide quality/excellent service	Grant management
	EOC/emergency preparedness
Opportunities	Threats
Medical transportation	Change in customer diversity (language barriers)
Meeting new city development needs	Maintaining superior customer service
Volunteers	Demographic change in Tempe population (e.g., aging population)
Partnerships in training	Building up/growing population
Partnerships in education	Grant availability
Selling ourselves (PIO, etc.)	Decrease in budget/Loss of personnel
Interns	Ending of temporary sales tax
Grants	Public image/perception
Private sector partnerships	Privatization
Community involvement	Health care reform
ASU partnerships	RWC (funding and changing expectations)
Technology advancements	Private ambulance providers
Diversity and demographic change	All hazards commitment
Fire station location study	
Partnering with specialty groups	
External	

Positive

Negative



## Updating Strategic Directions, Objectives & Strategies

Upon review of the Department's mission statement and vision elements, participants formally reviewed the current year's strategies. Through this review, strategies were marked as completed, revised based on updated information, or eliminated due to lack of relevance. Based on organizational changes, a few additional strategies were added to the plan. The following chart reflects the current status of all FY 12/13 Fire Department strategies.

### Tempe Fire Department Strategies: Updated December 2012

#	Strategic Direction/Objective/Strategy	Start Year	Status
<b>STRATEGIC DIRECTION 1: Protect our Community through Effective &amp; Efficient Service Delivery</b>			
<b>Objective: 1.1 Planning for the future</b>			
1.1.1	Complete a station location study.	FY13/14	Postponed
1.1.2	Study options for EMS transportation.	FY12/13	On track
1.1.3	Evaluate and/or implement identified accreditation strategic recommendations.	FY12/13	Complete
1.1.4	Planning Research Analyst	FY12/13	Added
1.1.5	Adaptive response units – peak time use	FY14/15	Added
<b>Objective: 1.2 Managing our assets through fiscal responsibility</b>			
1.2.1	Create a sustainable program for planned retirements.	FY12/13	Complete
1.2.2	Expand utilization of interns and volunteers.	FY12/13	Complete
1.2.3	Review under-funded programs, prioritize & develop plan to support these programs.	FY13/14	
1.2.4	Develop a succession plan.	FY13/14	
1.2.5	Make decision on mechanic based on 4D outcome	FY 13/14	Added
<b>Objective: 1.3 Utilizing data &amp; technology to manage resources</b>			
1.3.1	Use data to manage and evaluate deployment of resources & enhance models to maximize efficiencies and response times.	FY12/13	On track
1.3.2	Reorganize Deputy Chiefs to implement 56hr shift Commanders and 40hr Section Managers.	FY14/15	
1.3.3	Create a plan to convert ladders to ALS.	FY13/14	
1.3.4	Establish fire apparatus performance measures.	FY12/13	Complete
<b>STRATEGIC DIRECTION 2: Enhance Community Partnerships</b>			
<b>Objective: 2.1 Improving life safety through education, engineering &amp; enforcement</b>			
2.1.1	Increase frequency of code and life safety inspections.	FY12/13	Complete
<b>Objective: 2.2 Engaging the community</b>			
2.2.1	Develop videos on website for citizens.	FY13/14	
2.2.2	Develop training & educational materials for educating the community on the Fire Department.	FY13/14	
2.2.3	Incorporate community involvement into organizational functions (e.g. teams, academy, and public information office).	FY14/15	
2.2.4	Create and implement a media plan.	FY13/14	
2.2.5	Create Internship for Video Productions	FY13/14	Added
2.2.6	Train Volunteers for site safety inspections	FY13/14	Added
<b>STRATEGIC DIRECTION 3: Support Our Members</b>			

Objective: 3.1 Fostering a culture of inclusion			
3.1.1	Establish an annual labor/management retreat.	FY12/13	Complete
Objective: 3.2 Providing quality service through training			
3.2.1	Implement and fund professional development programs.	FY13/14	Postponed
3.2.2	Enhance training and education of staff members for EOC/All Hazards operations.	FY13/14	
3.2.3	Identify and implement ways to provide standardized in-service training.	FY13/14	
3.2.4	Identify emergency preparedness gaps.	FY14/15	
OUT YEARS			
	Over-hire pool of FTE fire fighters		Added
	Full-time PIO		Added
	Co-man ladders, tender, and engine (primary and secondary)		Added